



Coach Approach Ministries Podcast

Episode 135: Live Coaching Demonstration

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- Brian Miller: This is Brian Miller, Strategic Director for Coach Approach Ministries, CAM for short. We're joined here today by Master Certified Coach Mr. Chad Hall. How are you doing today, Chad?
- Chad Hall: Brian, I'm having a very good day. How about you?
- Brian Miller: It's excellent. I'm excited about today. We're going to do something very different on this particular podcast, Chad. We're going to demonstrate coaching. We talk about coaching ad nauseum. We talk about it, and talk about it, and talk about it. And you and I, I say ad nauseum, but I love it. I could talk about it-
- Chad Hall: I'm wondering which of us is the nauseous one.
- Brian Miller: I know. And it just seemed like the right description. But today we're actually going to do a coaching demonstration. You're going to coach me for 15, 20 minutes. And then what we do is we call a debrief. We'll debrief the coaching for a few minutes, just to see what the elements were. What worked, what didn't work, those kind of things. That's what we do in our practice all the time. And we think it would be good for folks just to see ... We can talk about coaching, but sometimes when we demonstrate it people go, "Oh, I now know what coaching is."
- Chad Hall: Yeah. And this is a request we get a lot. Where can I listen to, observe, or watch coaching sessions? Because most coaching sessions are confidential, there are not a lot of just, "Let's put this out on YouTube kind of thing." But this gives us a way to share coaching in a public way without breaking confidentiality. Because, well, it's just me and you. And we both give permission.
- Brian Miller: Absolutely, we both give permission. And I'll point out that in February, this is still January, in February we will be opening our Community of Coaches

membership. And a new thing we're going to try this year, we're going to see if it works, is offer a live coaching demonstration once a month so that you can listen in live and interact with us there. Or you could be on the recording. But you'll have to be a part of our membership, our community, to do that. So that's something to be looking out for, if that's something you'd like to have more of this. We are going to be making that available.

Brian Miller: So Chad, let's get right to the coaching. I'll go into client mode and look forward to being coached.

Chad Hall: All right. Well, I'll go into coach mode and look forward to you being coached.

Brian Miller: It's like the Transformers movie all of a sudden. Feels just like Bumblebee.

Chad Hall: There you go. Well Brian, let's do a little coaching. What's something that you'd like to talk about for the next 15 to 20 minutes?

Brian Miller: Yeah. I've been doing a very part time worship leading on a church staff for almost two and a half years now. When I first signed up to do it I told them it was very pioneering. They didn't have what they were looking for. They asked me to get something started, to start developing people. I did make a commitment to one year. I said, "That's about the limit of what I'm going to want to do." And like I just said, I'm two and a half years into this.

Brian Miller: But I have put in some notice. My part's going to be over soon. And Chad, I don't always transition out of positions like that well. So I'd love to just be thinking about a few things that might help me transition well.

Chad Hall: Yeah. So you said you don't always do it well. What does "not well" look like?

Brian Miller: Yeah. I think by the end I realize I've taken a lot of things upon myself to do, as opposed to having other people do it. So there are things that need to be picked up. I think I've developed a lot of things around my own skills that aren't always easily replaced. And then that feels like an awkward piece. Sometimes just getting someone to do it. This may sound bad, but I think to do it as excellent as I do can be difficult to find that person. It probably isn't difficult to find them. It's difficult to find someone who'll do that for that little of money.

Chad Hall: Brian, we could find someone just as good as you. We just can't find someone just as cheap as you.

Brian Miller: That's right. That's right.

Chad Hall: I understand. So those kind of sound like transition elements in terms of how you leave things. Like you are a part of this system that is important and difficult to replace. And that's a tough transition. Yeah. What would a really good transition look like?

- Brian Miller: I think it would be more seamless. I'm trying to think if I've felt like I've had a really good ... I did have one really good transition. And the difference was very early on I identified someone to take it over, invited them in, saw that they had the competence. They didn't just have my competence ... The pioneering competence is what I think I really bring. They had a maintaining competence. And we were able to transition with her taking a lead role, and me showing up.
- Brian Miller: Part of the problem can be is people just seem to think, "Oh, you still have to show up, Brian. We can't do this." I'm sure most people get this. "We need you to keep hanging around." And so I stopped showing up as often. I was able to have that ability. Instead of saying, "This is my drop dead date," I was able to stop showing up every time. And finally stopped showing up.
- Chad Hall: So it sounds like part of what defines a good transition for you is how seamless, how smooth, how well you leave things, in terms of capable hands. What else is part of a good transition?
- Brian Miller: In that case I felt really good about it. I felt like it's in good hands, I'm okay. What I don't like about a transition is when I feel like there could be a feeling of abandonment. Like, "Where did you go? What happened? Did you not like us anymore?" Or those things. And that's never the reason I transition.
- Brian Miller: And this particular case, we were hoping for it to be ... There are always definitions of success. And one definition of success in this case would have been more people. That's not always the definition, but it would be more people. And I really think that's going to be part of the story is thinking, "Well Brian, it might have stayed if there were more people." Which is not true at all. It's the pioneering. I like to pioneer. And so I don't like feeling bad, I guess.
- Chad Hall: Yeah. Most people don't. That's why they call it feeling bad.
- Brian Miller: Another one would be that sometimes the relationships that are developed while you're in that position can be confusing to people when you go out of them they think ... I don't know. They don't realize that a lot of it was because of the role you were playing, as opposed to ...
- Chad Hall: It was a professional relationship more so than a personal relationship.
- Brian Miller: I think that's because I develop personal relationships professionally in that sense. But that can feel awkward.
- Chad Hall: Yeah. So I'm hearing some of that. I'm hearing some of people's perceptions of why you're transitioning, and maybe misconceptions about that. So what could we do in the time we have today to help you transition well?
- Brian Miller: That's a great question. And that is *the* question, isn't it? Well, I think as we think about what kind of things could we do. It'll be announced a couple months

before the end. So what are some things we could do with the team to help them transition into what's next? What's some things we could do with the congregation to help prepare them for that transition? This may be trying too hard, but what's a way we could make sure people understand the true nature of the story, and not make up what they think the story is?

Chad Hall: So you could get the team ready, you could prepare the congregation. And maybe one aspect of that is help people understand the true story of what's going on. Those all seem kind of connected, but also distinct places we could focus. If we could make progress on one of those, which one would you want to make progress on?

Brian Miller: I think it's the story. I think that's the part where the transition of the folks could understand what it is I'm trying to accomplish. I'm not trying to bail.

Chad Hall: What part of that is your responsibility?

Brian Miller: Some part of it. And what has been a real blessing to me is that I'm not the senior pastor. The senior pastor has been great to say things like, "Brian, he committed to a year. He's went over and above what we've ever asked him to do. He's certainly accomplished what we did ask him to do. He stayed longer than he said he would, to help us out. And it's time." So that's been fantastic, that he has not just been silent. And not just made it sound like ... Because you'll hear people say that. "Brian's leaving us. He doesn't care about us anymore. Ha ha ha." And people are like, "I don't know. That sounds true."

Chad Hall: I believed everything right before the ha ha ha. Yeah.

Brian Miller: Yeah, yeah. So could somebody else play a role in that, be responsible for that? Maybe. Maybe. There's a guy that's been kind of at my side in the worship area. I don't know if he'll be the person to take over. But I hadn't thought about him taking a role in the transition. I think he could be helpful. I hadn't thought about that.

Chad Hall: In what way could he be helpful?

Brian Miller: He's from that church. He's loved by that church. He's a son of that church, if you will. I think he probably has more influence than I was just even ... I hadn't been thinking of him in that way. The influence he would have. Not only over the team, but maybe even more so over the congregation.

Chad Hall: So part of how people are going to understand the true story is to how people telling the true story. So the pastor. This guy's been helping you in worship. Who else will be really key storyteller in this transition?

Brian Miller: I don't know. An interesting one could be my mother and my mother-in-law who attend. It was funny. I was telling my mother about this transition, and

she's like, "I fully understand." And then she explained, "You've given it your best shot. People aren't showing up. And everybody's going to understand." I was like, "No. No, that's not the situation. If there were a thousand people here ..." I don't like maintaining things. I'm not good at it. It gets bad. I get cranky. That's the problem.

Brian Miller: So making sure, I suppose, they might have the story straight. So certainly if they're telling it in an off way, people are going to think it's that.

Chad Hall: So I think I just heard you tell the true story. And you told it in four words.

Brian Miller: What is it?

Chad Hall: Good starter, bad maintainer.

Brian Miller: Oh, it's true.

Chad Hall: Is that what's going on here?

Brian Miller: It's true. No, we just did a podcast a couple of weeks ago where we talked about High Performance Pattern. And my high performance pattern is I like taking ideas and taking them to a new level. They asked me to take something to a new level. I did it. They asked me to develop people. I love developing people. I did all I could do.

Brian Miller: And now it's this routine that I have to do every week. Could I do it? And that's the part. What I hear in my head is, "Not everybody gets to do exactly what they like to do." Well, that's true. But I don't-

Chad Hall: And it went a little longer than you would have liked to have done it.

Brian Miller: And not everybody has to do what they don't like to do either. I'm at a place where I can choose. So yeah, yeah. I think that is the story.

Chad Hall: Yeah. That's the difference between Chuck Yeager or Neil Armstrong, and who was the astronaut that lived like three years in space?

Brian Miller: Oh, I don't know. Yuri Gagarin, the Russian. Did he live there for-

Chad Hall: I don't know. Maybe I should have thought through this before I started it. But you're thinking, "Well, they're both astronauts. They're all ..." Well, there's a difference in terms of what people are looking for. And I'm hearing that the church needs a good maintainer for it to be a good transition.

Brian Miller: Absolutely. Absolutely.

- Chad Hall: So what's it going to take for people to understand that true story and get the ... Gosh, not the gossip going. But as people tell and retell, what's it going to take for that story to become a viral story?
- Brian Miller: Yeah, I don't know. Because I think it will be entrenched in some grief. I think that's something I've learned as you transition, that there will be some grief. People thinking, "Gosh, I don't want this to change." Yeah. And so yeah, I don't know. I think there's been times I've thought the story could be, "Well, we're happy for Brian. We wish him the best." But that isn't always what people are thinking. They're thinking, "I don't want this to be this way." So I'm not sure, actually, Chad. I'm not sure.
- Chad Hall: Yeah. Well I heard you say a couple things already. And let me just reflect them back to you.
- Brian Miller: Perfect.
- Chad Hall: There were some key people that you want to make sure they understand the true story. And it sounded like you want them to understand it at least at a deep enough resonance that they don't tell the wrong story. The untrue story. The pastor, the guy helping you with worship, your mother, your mother-in-law. Who else would you add to that list that are really key people that need to know and understand the story?
- Brian Miller: Certainly my wife. She's on the team. Certainly the rest of the team members. That's something that would be interesting to me is even in my own ... The truth is I really enjoy that service. I really do. It's dear to my heart. So what is that? How do you communicate that?
- Brian Miller: I think my aha, if it's coming, is that the responsibility is mostly on the senior pastor. And that's new for me. I don't think I've ever been the associate pastor. I was a lead pastor for 20 years. So now that I'm doing all the coaching, I'm a part time associate. And there is a relief. I tell you, there's a tremendous relief knowing that it's not my responsibility. And that he will be there through the entire transition. So to make sure he and I are very much on the same page. And so far that's what's appeared to be true.
- Chad Hall: Well, what do you need to do to ensure that continues?
- Brian Miller: Yeah. To continue to have conversations with him, which have been more difficult, I think, than I was hoping they would be. We don't meet on a regular basis, so it feels like as we are just coming into contact in various ways, I'm thinking to myself, "Got to tell him. Got to tell him. Got to get this cleared up." And that works out sometimes. I think actually that might work out the best. I don't know that I need to have specific conversations with him.

- Brian Miller: We do also ... I've met with the leadership a couple times. And I think there's stuff in place for that to continue. Not just for this transition, but for others. And I think that's another place to make sure the story is straight, and allowing the senior pastor to start that. But to make corrections as need be, or emphasize. I think that's helpful.
- Chad Hall: So what's clearer now than when we started?
- Brian Miller: I have more confidence in it. I've just known over the years that these transitions haven't always ... They're getting better. After I've realized my high performance pattern they've definitely gotten better. And I really want this one to go well. For my sake, for their sake, for the service's sake, the whole thing. I really want it to go well. Just talking through it's helped me to, I don't know, reaffirm or clarify that yeah, it's the senior pastor's ... It's really his responsibility to make this transition go well in the ways that I've been considering.
- Chad Hall: That's interesting. That sounds like a real distinction between something that you're really interested in. You want the transition to go well. And what part of that is your responsibility. And I'm hearing a little bit, but mostly make sure you share the right story, and you and the pastor are on the same page. But most of the responsibility's on him.
- Brian Miller: Yeah. I am a recovering responsible-holic. I tend to ... I don't know. Like I've got Velcro on and I just pick up responsibilities if I'm not very careful about it. And so I think that's part of what's going on here is an awareness of I'm probably trying to take on too much responsibility in this case.
- Chad Hall: Yeah. So what do you need to help mitigate that tendency?
- Brian Miller: Electric shock collars are always helpful. But I tell you what, you put that button on my wife's hands, we're in trouble.
- Chad Hall: Yeah. Yeah. I'm not responsible for that.
- Brian Miller: I don't know the answer to that. That's a great question.
- Chad Hall: What would she have to see to shock you? Related to you picking up responsibility. Let's keep it focused.
- Brian Miller: Yeah. Me doing the dishes after dinner. That would shock her. No. I think me thinking about who might take it over, or what it will look like afterwards. Because it will change. And I think me taking any role at all in that, I should get shocked. That's not something I should be thinking about.
- Brian Miller: So I've been developing people, and I continue to think ... I think, Chad, what the mistake I'm about to make is that I'm going to spend a couple months really

investing hard into the team, thinking I'll shore it up here at the end. And that's a mistake.

Brian Miller: And then another mistake would be to just not do hardly anything with them. But to continue to do what I've been doing at the same level is the right move. And I don't need to feel any way bad about that. And I don't think I will. I think that's just helpful to have talked it through and said it out loud.

Chad Hall: Yeah. That sounds pretty healthy, Brian, in terms of not thinking, "Oh, if I do everything just right, life after Brian is going to be really good for them." Like somehow you can control that.

Brian Miller: Yeah, right.

Chad Hall: It's kind of an unhealthy thing, but thinking you don't have to control that. Seems like that's pretty healthy.

Brian Miller: Yeah. I think so. I feel pretty good about that.

Chad Hall: No shocking required. Well, I know we're limited on time. What's a good way for us to wrap this up?

Brian Miller: I feel really good about just having talked that through. There will be some meetings come up that will ... That's been helpful too. I don't just have to plan anything in particular. I don't have to change the way I'm ... I need to not change the way I'm approaching the team. I feel like I've talked out the action through the process. I feel pretty good about it.

Brian Miller: And the accountability is that there's nothing I have to exactly do different. So I feel good about it.

Chad Hall: It sounds like you established a boundary for yourself. And it's just a matter of honoring that boundary going forward. And there may be a time when you don't, and you're going to catch yourself and have to come back. That's what boundaries are for.

Brian Miller: Absolutely. No, that's a good summation.

Chad Hall: Well hey, thanks for letting me coach you.

Brian Miller: Oh, that was good. Thank you for coaching.

Chad Hall: We'll do about five minutes or so of debrief for our audience. As the client, what stood out to you during the coaching?

Brian Miller: Well, I think one thing that stood out to me is you did not think to yourself, "Oh, I know exactly what you're talking about. I've been there." Or, "I've observed

that in you at certain points." There was none of that. Every question you asked was from what I was saying. From the listening. You were letting me do the hard work. I think you're letting me do the thinking through it.

Brian Miller: And yet I felt very encouraged. I don't even know that there's a way of pointing to anything in particular. I felt very encouraged, like you were supporting me. And time to think. And belief that I could answer such questions.

Chad Hall: I think one of the things we have to navigate in coaching is if we're too involved, too supportive, we do get into being that expert or ... We intrude the client's space if we're not careful.

Chad Hall: On the other hand, we could give the client too much space and be a little too objective, a little too standoffish. And the client could not feel supported. And so every client interaction is different, but you're always looking for that right space to show up and be supportive without doing too much of the work for the client.

Chad Hall: I thought one thing interesting with this particular conversation, this is one of those that doesn't follow the hourglass ... You're not going to unpack it perfect with the hourglass. It's more one of those sort of spirally ...

Brian Miller: It's an onion.

Chad Hall: And so it just kept spiraling towards this, "What's my responsibility? What's not? Who could I involve?" Until you finally got to that aha at the end of A, "It's the pastor's response- Oh good. For once that's not my thing." That seemed like a really good aha for you.

Chad Hall: And then likewise, "Oh yeah, and anything I'm planning for after the transition, that's not my thing." And so just those realizations. But it's interesting how it's not like, "What options do you have? Which of those options?" [inaudible 00:26:56] action. It was much more ... I think of it as a spiral. I don't know.

Brian Miller: Yeah, you were listening for me, not to me. And you were listening. And you heard things that I was saying that I hadn't just put all together yet. And so even as you just said it now, it was interesting from ... My topic was transition. And my takeaway was responsibility. So you said spiral. And I said onion. You peeled back the transition pieces. And what was in the middle was responsibility. And really whose responsibility is it?

Brian Miller: So if you would have been not a great coach, you would have said, "What are three things you can do to make this transition go really well for you?" "Well, you know ..." But instead you took a lot of time to uncover what the real topic was. And in this case I think it was a tendency to grab onto responsibility too strongly, to be overly responsible. And how that can cause problems. And whose responsibility is it? So there were several times you made statements,

"I'm hearing ..." And you didn't just repeat back exactly what I said. But it was intuitive, and, "As I heard it." At least I certainly was resonating with it saying, "That sounds exactly right. That sounds like what I'm trying to say."

Brian Miller: I think a coach can do that a lot for the client. The client doesn't always know exactly how to articulate what it is that they're thinking or feeling.

Chad Hall: Yeah. I think that's what you mean when you say listening for you. Like I'm helping you hear you, but not just by parroting words back to you. That's typically not that helpful. But reflecting back the meaning of what you're saying, not just the words that you said.

Chad Hall: I love your image of Velcro. You have this responsibility Velcro, whatever. That was really funny. And the shock collar. So those things really put a handle on it for you and for me as the coach. And it helped things move forward.

Brian Miller: That was a great way to do it. We just got to the shock collar through joking with each other, which is a great... A little bit of joking creates a really healthy presence and vulnerability. But you were able to use that in a very creative way that was appropriate. What would Danelle see that she would want to push the button to make your shock collar go off? That was a way to ask, to get it something from the listening. You didn't just make it up. So that was fantastic.

Chad Hall: Well, it's a good example of taking what the client gives you, especially when you think in a creative, or it's got some texture to it. You could ask that question very blandly and say, "So what would indicate that you are not doing this right?" Okay, well that's not a terrible question. But man, when the client gives you something like a shock collar, we want to use that as a coach.

Chad Hall: I think another thing for me with this session is to let a session go where it needs to go. Now you want to, as the coach, of course help it get to awareness and action. But that doesn't mean it has to follow this formula. And we can't press for too much or too deep. I think I was inviting whatever level of depth you wanted to go to. I feel like there was some real awareness that you came away from. But it wasn't like, "Oh, I'm going to come to Jesus now." And that kind of transformation in 20 minutes.

Brian Miller: I'm now going to call myself Pablo from now on.

Chad Hall: I don't even know what to say about that.

Brian Miller: I don't know either. Yeah. Yeah, yeah. Well thanks for coaching me, Chad. And I hope that was a good demonstration for our listeners. And again, we're going to start doing this type of thing on our Community of Coaches membership. And that will be opening up in February if you'd like to join us there. It won't just be Chad coaching me. And it won't be me coaching Chad. We'll have several coaches for you to listen to. And many clients as well.

- Chad Hall: And one thing to remind people of just with this session, as well as all the ones that we'll do as part of the community is we have never been part of a perfect coaching conversation. And so the goal in these demos is not to demonstrate perfect coaching, it's to demonstrate real coaching. And so hopefully as you hear the demo you hear some things that you think work, and you hear some things you think could work better. And that's why we do them is that's how you learn to coach, by observing.
- Brian Miller: Also thanks for listening to this podcast. Coach Approach Ministries is a nonprofit coach training school with over 15 years of experience training more than 2,000 coaches. Let us know how we can help you start or further your coaching career by visiting us at CoachApproachMinistries.org, or just email me at bmiller@ca-ministries.com. We'll see you next week.
- Brian Miller: A community of coaches exist who have the same heart and same struggles that you have. They love seeing people get their aha, and they hate the idea of marketing themselves to get clients. We want to invite you into this community. This is a group of practicing coaches working on all aspects of building a coaching practice. They have full access to each other and to the CAM leadership team.
- Brian Miller: New members are only welcome twice a year. One week in January, and another week in September. An open window is coming soon. If you'd like more information about the community, or to sign up for our waiting list, go to CoachApproachMinistries.org/membership. There is nothing like belonging to a like-minded community. CoachApproachMinistries.org/membership.